

Does Lean Work in Higher Education?



Québec - 2016

LA FORCE DE LA COLLABORATION
THE POWER OF COLLABORATION

June 12-14 juin





Carleton
UNIVERSITY

Canada's Capital University

Commitment to Continuous Improvement

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1942
2017

Melanie Dow
Quality Advisor
Office of Quality Initiatives

In the beginning...

- Introduced in 2009
- Started with 2 processes
- Facilitated by the Office of Quality Initiatives
- Overseen by the Organizational Excellence Steering Committee



What we learned along the way?

- Lean is more than mapping
- Lean is about the people
 - Sharing their unique and valuable perspectives
 - Voice of the customer
 - Taking ownership of the process and the changes
- Managers need to give the process to the team



Our way forward

- Managers see the value and seek out help
- Customize not compromise
- Ensure proper time to prepare
- Measure what is important
 - Success of the changes
 - The Lean Process
 - The impact 6 months later



Why Lean is successful?

- Support from senior management
- People open to the possibilities
- Quick changes
- Follow through
- Communication



Carleton's Success Story

Melanie Dow
Quality Advisor
Office of Quality Initiatives
Carleton University
melanie.dow@carleton.ca



Realize. It **starts**
with you.

LEAN AT THE UNIVERSITY OF REGINA

June 14, 2016

Does Lean Work In Higher Education?

YES!

Does Lean Work In Higher Education?

- Lean is a tool
- Like any tool when used effectively it has incredible power
- Need to chose the right tool - Lean is not the answer for every situation

Our Results

- 4 years of experience with Lean
- Undertaken 10 Lean projects
- Total actual savings to date \$406,701
- Total savings when implemented +\$100,000 per year
- 12.9 FTE productivity gains for the 10 projects
- A number of our projects require systems development

Acknowledgements

- Saskatchewan Ministry of Advanced Education has funded 50% of the costs to hire Lean consultants to facilitate our projects
- The use of Lean Consultants has worked well for us. Our experience is that good Lean Leaders are in demand

Benefits of the Lean Process

- Speed of the Project Plan
- Commitment of Employees to the Project
- Participation of the Clients

Speed Of The Project Plan

- All of our projects have used Value Stream Mapping
- One key advantage of this tool is the speed of plan development
- In 3 ½ days the project plan, implementation plan, communication plan, change plan, etc. are completed

Speed of the Project Plan (Cont'd)

Example:

- Project for an electronic Academic Performance Review System
- In 3 ½ days we had developed a 28 page systems requirement document that also included suggested changes to be negotiated in academic collective agreement

Commitment of the Employees

- The experts in the process are involved in improving the process
- They become the project champions
- They take ownership because they developed the plan(s)

Commitment of the Employees



Commitment of Employees (Cont'd)

- On our Library User Services project we started the process with the union sitting in on every meeting that we had regarding process
- From picture on the previous slide you will see by noon on the second day the group had come together with a focus of “significantly improving the service to our clients”

Participation of the Clients

- Clients actively participate in the VSM Event
- This participation is key to give the client's perception of service and future service needs
- “Going to the Library to ask for reference services feels like going to the dentist and sitting waiting for the root canal to start.”

Full Professor and Former Department Head comments as client on the Library User Services Project

Challenges

- Parts of the University of Regina are change adverse and we feel we are a typical university
 - Like all projects that involve change you need a change management plan and a commitment to change
- Our successful projects have active, visible senior leadership support – our challenging ones have not
- The word Lean scares people, need to honestly talk about the goals of the project

Does Lean Work in Higher Education?

To answer this question again – YES!

Thank you

DOES LEAN WORK IN HIGHER EDUCATION?

SOPHIE BROSSEAU, MCGILL UNIVERSITY, JUNE/JUIN 2016

CAUBO/ACPAU – Québec

MCGILL INITIATIVE

- LEAN at McGill is at its beginning
- Learning in Action – Mission Impossible initiative: 7 theme teams
- Process improvement team
 - Expose team members to a real LEAN process improvement project
 - Learn by doing



WHAT WE ACCOMPLISHED

- Helped clarify current processes
- Identified waste and problematic areas
- Streamlined and identify areas with possible automatization of manual processes
- Defined and validated roles and responsibilities
- Created awareness at different levels (employee, senior levels)
- Helped reduce exposure to risk



LESSONS LEARNED



- People were the key to success
- Empowering people is about acknowledging their importance and contribution
- Use the strengths, knowledge and engagement of the team to the benefit of the project
- Continuity is key: Kept momentum, document for future reference, turned problems into opportunities
- Involve users who have control/impact over processes (even from different department)

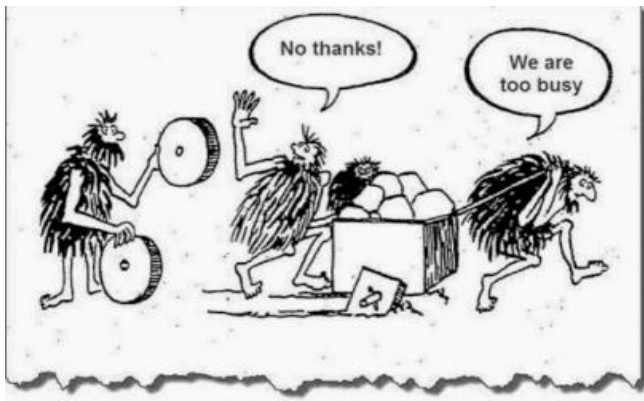
LESSONS LEARNED

- Keep Sponsors in the loop: Checking in regularly and ensuring continued buy-in/support
- Learn by doing: Working with a real problem helped us gain buy-in, minimize resistance, and get results, small victories, etc.
- Remove the jargon and diverge from the script sometimes. Use LEAN as the skeleton and adapt it to your reality



WHAT WE DO NOW

- Some discussion around a Process Improvement Community of Practice – something like lunchtime discussions, lunch and learns , etc.
- Keep Calm Technique (Fix-it board)
- Micro-Process Improvement community (Yammer site, coaching, documentation)
- LEAN training session for employees (White ,Yellow, Green Belt)





Sophie Brosseau, BAA
Office Process Manager / Gestionnaire des
processus administratifs
McGill University
Sophie.brosseau@mcgill.ca